

# Sam Sample

**RESPONDENT**

**UNIVERSAL  
COMPETENCY  
FRAMEWORK**

**GUIDANCE**



POWERED BY

**PSYTECH**  
GeneSys



# REPORT STRUCTURE

This report presents your competency profile results in the following sections:

## 1. Guide to Using This Report

- Introduction
- Context

## 2. Competency Results

- Integrity
- Creativity
- Logical and Analytical
- Interpersonal Skills
- Resilience
- Persuasiveness
- Planning and Organising
- Quality Orientation
- Energy and Drive

## DISCLAIMER

When reading this report, it is important to consider the results in light of other relevant data. Previous experience, interests, aptitudes, and motivation as they play a significant part in determining your profile and your particular combination of strengths and areas for development.

This document is confidential and contains sensitive information on your personality preferences. It is entrusted to you on the understanding that it will be kept secure, that it will not be disclosed to any unauthorised person and that copies of this material will not be made without our agreement.



## GUIDE TO USING THIS REPORT

### INTRODUCTION

Organisations use competencies and competency frameworks to identify, develop and reinforce certain types of behaviours that are required to achieve organisational success. Today almost all the Fortune 500 corporations have integrated the concept of competencies in all critical areas of human resources management.

A competency is defined as the specific set of skills, knowledge and behaviour that is required to complete particular work tasks effectively. Unlike aptitudes or personality traits, which are relatively enduring and stable over time, competencies can be acquired and refined through appropriate mentoring, coaching and training. The report is intended as a tool to facilitate your personal development. It can be used as a starting point to explore possible development needs and produce a development strategy.

### CONTEXT

This report provides a summary of your profile results. The results are to be used for your own professional development only.

Psychological assessments provide valuable **additional** information often not available through other processes. We strongly recommend you use the information provided in this report to **support, not replace, other sources of developmental information** that are available to you. Where possible, **this information should be verified through one-to-one discussion and feedback.**

## DIMENSIONS

The behaviours/dimensions used in the questionnaire are derived from Psytech's Universal Competency Framework. They were selected to provide a clear picture of your preferences within a framework familiar to most HR professionals and trainers.

### UNIVERSAL COMPETENCY FRAMEWORK DIMENSIONS

**Integrity** - is defined as the tendency to be reliable and honest. People who have a strong competency in this area can be trusted to work independently, with only minimal supervision. They tend to avoid taking inappropriate risks and take responsibility for their own mistakes and errors. They are likely to act with due diligence and have a strong sense of business ethics.

**Creativity** - is defined as the tendency to think in a creative and innovative manner. People who have a strong competency in this area are good at generating novel, innovative ideas. They tend to be adaptable and often come up with original solutions to problems. They are inclined to 'focus on the bigger picture' and to approach problems strategically.

**Logical and Analytical** - is defined as the tendency to approach problems in a rational, intellectual manner. People who have a strong competency in this area like to base their decisions on a logical analysis of the available evidence. Their decisions are typically well-considered and thought through. They would be expected to have a well-tuned critical faculty.

**Interpersonal Skills** - is defined as the tendency to build positive working relationships with others. People who have a strong competency in this area have a high level of interpersonal sensitivity and empathy. They tend to be good at building rapport, and promoting and maintaining harmonious relationships. They would be expected to be effective at resolving interpersonal conflicts and are likely to be viewed as being supportive.

**Resilience** - is defined as the tendency to cope well with pressure. People who have a strong competency in this area tend to be calm and keep control of their emotions. They are unlikely to get flustered or lose their temper in emotionally charged situations. They would be expected to accept criticism in a constructive manner and not to be disheartened by setbacks.

**Persuasiveness** - is defined as the tendency to communicate in a persuasive, confident manner. People who have a strong competency in this area tend to enjoy public speaking and are effective communicators. They are likely to enjoy socialising and to have a strong social presence. They would be expected to be charismatic and good at breaking down barriers and bringing people around to their point of view.

**Planning and Organising** - is defined as the tendency to organise one's own and others' work and to plan for all contingencies. People who have a strong competency in this area are likely to be tidy and well-organised. They would be expected to plan their work so it can be completed within agreed timeframes and to be happy to delegate work appropriately.

**Quality Orientation** - is defined as the tendency to attend to detail and produce work that is accurate and of a high standard. People with this competency are inclined to set themselves high standards, to be detail conscious systematic and orderly in their work. They would be expected to be motivated to see tasks through to the end.

**Energy and Drive** - is defined as the tendency to have high levels of drive, energy and enthusiasm. People with this competency are likely to be lively and energetic and to display passion and pride in their work. They would be expected to be enthusiastic about their work, take the initiative and be self-motivated and committed.

# INTEGRITY

## INTEGRITY

### A Commitment to following organisational rules

#### Profile Description

- You are likely to feel a reasonable sense of commitment to organisational rules, regulations and procedures. However, since you are as spontaneous and flexible as most people, you are unlikely to feel compelled to rigidly adhere to rules if you believe they are unfair or unreasonable.

#### Development Recommendations

- Training aimed at familiarising yourself with the organisation's rules, regulations and procedures may be of some benefit to you.

### B Desire to conform to established principles of right and wrong

#### Profile Description

- Your results indicate you are not strongly inclined to follow social conventions and codes of conduct without question.

#### Development Recommendations

- Mentoring/development aimed at promoting your commitment to the organisation's values, culture and ethics may well be of benefit to you.

### C Ownership and responsibility for own mistakes or errors

#### Profile Description

- Your pattern of results suggests that although you are relatively suspicious by nature, you are no more threat sensitive than most. Consequently, you should not be that reluctant to own up to and take responsibility for your own mistakes or errors.

#### Development Recommendations

- Work on developing the trust and confidence required to take personal responsibility for your own mistakes despite the possibility of being criticised as a result of owning up to errors you have made.

### D Ability to work without close supervision

#### Profile Description

- While you are inclined to be no more attentive to detail than most and are likely to be fairly self-sufficient, you are unlikely to require closer supervision than most to ensure that you complete tasks to the required standard.

#### Development Recommendations

- No specific training or development recommendations could be derived from your profile in this dimension.

# CREATIVITY

## CREATIVITY

### A Preference for seeking new solutions to problems

#### Profile Description

- Having a profile that suggests you have no greater preference than most for following tried and tested methods, you should not be unduly inclined to reject novel ideas and approaches to problems; particularly if you can see their benefits.

#### Development Recommendations

- Don't reject new ideas out of hand.
- Remember that ideas should be generated without critically appraising them. Critical appraisal should only be done once all the ideas have been produced.
- You might possibly benefit also from training programmes that develop creative problem solving and the ability to 'think outside of the box'.

### B Intuition and motivation to generate many ideas

#### Profile Description

- Your responses to the questionnaire suggest you are as pragmatic in your thinking as most and are not intuitive by nature. As a result, you are not likely to be naturally drawn towards idea generation and may tend to take as pragmatic an approach to issues as most.

#### Development Recommendations

- Remember to remain mindful of the importance of not addressing issues of implementation before an overall approach to solving the problem has been formulated.
- You are very likely to benefit from training programmes that are designed to foster an intuitive approach to idea generation (i.e. training in lateral thinking, etc.)

### C Preference for considering strategic, 'bigger picture' issues

#### Profile Description

- Having a pattern of scores which indicates you have no greater preference than most for focusing on detail, you should be capable of being as open as most people to attending to the 'bigger picture'. However, your profile further suggests you may not be very confident of your intellectual ability and may feel disinclined to tackle complex strategic issues which you feel may be out of your depth.

#### Development Recommendations

- Remember to remain mindful of the importance of maintaining a balance between not losing sight of the 'bigger picture' while attending to details.

### D Adaptability and change-orientation

#### Profile Description

- Having obtained results which suggest you are fairly adaptable, you would be expected to be as open as most to change and are unlikely to experience particular difficulty adjusting to new working practices and procedures.

#### Development Recommendations

- Your profile indicates no specific training or development recommendations in this dimension.

## LOGICAL AND ANALYTICAL

### LOGICAL AND ANALYTICAL

#### A Interest in solving problems and contributing to intellectual debates

##### Profile Description

- Your profile suggests you may refrain from contributing to intellectual debates and discussions, especially if you feel that the subject matter is out of your scope.

##### Development Recommendations

- You are likely to benefit from mentoring aimed at helping you feel more confident about your own intellectual abilities.
- Seek challenging tasks to bolster your confidence in your own intellectual abilities.

#### B Preference for approaching problems in a rational and analytical manner

##### Profile Description

- Your responses to the questionnaire suggest you are very tough-minded and unsentimental, and are likely to prefer to approach problems in a very rational and analytical manner rather than an intuitive one. However, it should be noted that your lack of confidence in your intellectual abilities may reduce your capacity to appreciate logical arguments.

##### Development Recommendations

- Don't dismiss more intuitive solutions 'out of hand' when solving problems.

#### C Preference for balancing practical and theoretical approaches to problem solving

##### Profile Description

- The pattern of results you obtained on the questionnaire indicates you are likely to recognise the value of theoretical approaches while also being aware of the need to 'keep your feet firmly on the ground' and be mindful of practicalities.

##### Development Recommendations

- Training in theoretically based approaches to problem solving may be of some benefit to you.

## INTERPERSONAL SKILLS

### INTERPERSONAL SKILLS

#### A Interest in establishing rapport with colleagues and clients

##### Profile Description

- Having a profile which suggests you may not be as attentive and participative as most, you may occasionally experience some difficulty establishing rapport with colleagues and/or clients.

##### Development Recommendations

- You are likely to benefit from training aimed at developing your awareness and concern for others' feelings and emotions as well as promoting active listening skills.

#### B Collaboration with others

##### Profile Description

- As your results suggest you are as assertive as most, you are likely to try to collaborate with others and achieve a balance between being able to push others into action when this is called for, while not being too dominant or confrontational.

##### Development Recommendations

- Your profile indicates no specific training or development recommendations in this dimension.

#### C Tact and diplomacy

##### Profile Description

- Your responses to the questionnaire suggest you are forthright and plain-speaking, though may not always give sufficient regard to the sensitivities of the setting you find yourself in.

##### Development Recommendations

- You are likely to benefit from training and/or mentoring aimed at promoting a more diplomatic interpersonal style.

#### D Interest in developing trusting relationships with colleagues

##### Profile Description

- Your pattern of results suggests that it may take you a little time to develop trusting relationships with your colleagues.

##### Development Recommendations

- You may benefit from mentoring aimed at helping you appraise others' motives and goals in a more realistic and trusting manner.
- Develop your ability to engage others by taking part in collaborative/team-based approaches to work.

# RESILIENCE

## RESILIENCE

### A Emotional stability

#### Profile Description

- Your results indicate you are no more likely than most to be prone to overreact to situations that may adversely affect your performance at work or have a negative impact on those around you.

#### Development Recommendations

- Training in positive thinking techniques may be of some value to you.

### B Ability to cope well under pressure

#### Profile Description

- While your responses to the questionnaire indicate you are no more prone to mood swings than most, your results also indicate you are likely to have slightly lower levels of frustration tolerance than many, which might make you prone to becoming irritated if people are being particularly slow or indecisive. Consequently, you may experience more difficulty than many in controlling your emotional reactions to situations.

#### Development Recommendations

- You may benefit from training in stress management techniques.
- Set realistic and achievable goals and targets.

### C Confidence

#### Profile Description

- As your results suggest you are as confident and self-assured as most, you are not likely to be unduly threat sensitive. Consequently, you would be expected to be no more prone than most to be upset by critical comments.

#### Development Recommendations

- Mentoring/coaching aimed at reinforcing your self-confidence might possibly be of some value to you.

# PERSUASIVENESS

## PERSUASIVENESS

### A Social Presence

#### Profile Description

- Having obtained a pattern of scores that suggests you are no more or less inclined than most to feel anxious in social settings and has average levels of social boldness, you are likely to have as strong a social presence as most. Your scores further indicate you are likely to feel relatively comfortable speaking in front of groups even if you do not know them that well. As a result, you should be capable of being as persuasive a speaker as most people should you be required to take on such roles.

#### Development Recommendations

- You may find training in presentation skills to be of some value to you.
- Depending upon the role demands of your job, you may find training in sales techniques to be of some benefit.
- Develop your courage to engage in roles that require a high level of face-to-face contact with people you do not know.

### B Empathy and support

#### Profile Description

- Your results suggest you are a little lacking in empathy and warmth and are unlikely to have a strong interest in others. As a result, your colleagues are unlikely to see you as being very supportive and you would not be expected to be a good listener. Your profile further suggests that roles which require supporting others, encouraging them and promoting their personal development are unlikely to have a great appeal to you.

#### Development Recommendations

- You may benefit from training aimed at developing your understanding of others' goals and motives and promoting active listening skills.
- Consider how others' motives and goals may influence their behaviour.

### C Balanced negotiation style

#### Profile Description

- As your results suggest you are as competitive as most, you are likely to try to achieve a balance between being able to push others into action, while not being too domineering. Your responses further suggest that you are likely to try to balance between making concessions to move negotiations forward while not conceding on important issues. Having said this, your direct and forthright nature may cause you to express your views in a somewhat direct and blunt manner.

#### Development Recommendations

- Be careful not to undermine you when you asserts yourself effectively.

# PLANNING AND ORGANISING

## PLANNING AND ORGANISING

### A Desire to be organised and create plans

#### Profile Description

- Your profile suggests you are likely to have average levels of detail consciousness. Consequently, you would be expected to be aware of the value of forward planning, while at the same time not being overly rigid or inflexible.

#### Development Recommendations

- Set clear targets and goals.
- You may wish to seek support when creating detailed plans and schedules.

### B Effective time management

#### Profile Description

- Your responses to the questionnaire indicate you are likely to be as meticulous as most, and to be as aware as most of the value of effective time management.

#### Development Recommendations

- Attending a course on time management skills may be of some value to you.

### C Delegation of tasks and responsibilities

#### Profile Description

- Your results indicate you are inclined to set yourself as high standards as most, though are somewhat prone to doubt that others can be trusted to complete tasks on time and to your own standards. Consequently, you are likely to feel the need to supervise the work you delegate to others.

#### Development Recommendations

- You may find training in delegation skills to be of some benefit to you.
- Seek to understand the importance of delegation in enabling effective time management.



# QUALITY ORIENTATION

## QUALITY ORIENTATION

### A Commitment to producing work of a high standard

#### Profile Description

- Having obtained a pattern of results that suggests you are as committed to producing work of a high standard as most, you would be expected to approach tasks in a relatively organised and systematic manner.

#### Development Recommendations

- Set clear quality standards.

### B Detail orientation

#### Profile Description

- Your profile indicates you are likely to be as methodical and meticulous as most. As a result, you would be expected to be reasonably motivated to attend to details and to check your work to ensure you do not make careless mistakes and errors.

#### Development Recommendations

- Training in techniques for improving attention to detail may possibly be of some benefit to you.

### C Commitment to finishing tasks

#### Profile Description

- The results you obtained on the questionnaire suggest that while you are likely to be as attentive to detail as most, you would not be expected to experience anymore difficulty than most in persevering with repetitive tasks. However, your scores also indicate you are likely to be a little less strict than many. Consequently, you may not always feel highly committed to finishing work you have started.

#### Development Recommendations

- Seek ways of making the work more interesting and stimulating.
- Remember to remain mindful of the importance of completing all the tasks you have been given.



## ENERGY AND DRIVE

### ENERGY AND DRIVE

#### A Ability to cope with setbacks

##### Profile Description

- The pattern of results you obtained on the questionnaire suggests you are no more prone to feelings of despondency or depression than most. Consequently, you would be expected in general to be able to maintain your energy when faced with routine setbacks and challenges.

##### Development Recommendations

- Training in problem solving techniques may possibly be of some value to you in helping you maintain your levels of energy and drive when confronted by setbacks and failures.
- Seek support and encouragement when you are faced with setbacks or failures.
- Remember to focus on your successes rather than on problems or failings.

#### B Excitement and enthusiasm

##### Profile Description

- Having a profile that suggests you are fairly subdued, you may possibly appear to lack motivation and drive in comparison with your more lively and animated colleagues. As others might be prone to view you as being slightly serious, you may not find it very easy to engender enthusiasm in your colleagues and subordinates.

##### Development Recommendations

- Training in strategies for enthusing and motivating subordinates may well be of some benefit to you.

#### C Results orientation

##### Profile Description

- Your responses to the questionnaire indicate you are as assertive as most. Consequently, your results suggest that although you may not be naturally inclined to take charge of situations, you should be capable of doing so when necessary.

##### Development Recommendations

- You may find training in leadership skills to be of some value to you.



## DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sam Sample to define development goals based on the results of his profile. Before working with Sam Sample on his development plan, please ensure that you refer to his competency results and development recommendations provided in the previous sections.

### Suggested development process:

1. Feedback and reactions
2. Selecting areas for development
3. Development plan



## 1. FEEDBACK AND REACTIONS

Gauging Sam's reaction to the profile is essential to the interpretation of the results and is useful in determining a development plan. A copy of the Feedback Report can be shared with Sam before discussing the results with him. Use the following questions to gauge his reactions to the feedback.

**What** did you learn from the results?

**How** did your perceptions of your workplace behaviour compare to those of the profile?

**What** areas did you agree with the most?

**What** areas did you disagree with the most?



## 2. SELECTING AREAS FOR DEVELOPMENT

Discuss with Sam which areas he would like to focus on for development after having reviewed the report's findings. Use this page as the basis for all agreed development plans.

**This development plan is for:**

**This development plan is overseen by:**

|                  |            |  |
|------------------|------------|--|
| <b>Name</b>      | Sam Sample |  |
| <b>Position</b>  |            |  |
| <b>Signature</b> |            |  |
| <b>Date</b>      |            |  |

The table below lists the competencies used in Universal Competency Framework. The areas which have been determined as most in 'Need' for development from the profile have been marked with a check mark under the 'Need' column, though users may also select other areas which they deem to be in need for development.

| Competency                     | Highlighted Behavioural Dimensions  | Need                                | Priority                 |
|--------------------------------|---|-------------------------------------|--------------------------|
| <b>Integrity</b>               |   | <input type="checkbox"/>            | <input type="checkbox"/> |
| <b>Creativity</b>              | Intuition and motivation to generate many ideas.<br>Preference for considering strategic, 'bigger picture' issues.                                  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Logical and Analytical</b>  | Interest in solving problems and contributing to intellectual debates.  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Interpersonal Skills</b>    | Interest in establishing rapport with colleagues and clients.<br>Tact and diplomacy. Interest in developing trusting relationships with colleagues. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Resilience</b>              | Ability to cope well under pressure.  | <input type="checkbox"/>            | <input type="checkbox"/> |
| <b>Persuasiveness</b>          | Empathy and support.  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Planning and Organising</b> | Delegation of tasks and responsibilities.   | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <b>Quality Orientation</b>     | Commitment to finishing tasks.  | <input type="checkbox"/>            | <input type="checkbox"/> |
| <b>Energy and Drive</b>        | Excitement and enthusiasm.  | <input type="checkbox"/>            | <input type="checkbox"/> |

Dimensions selected as being in 'Need' of development and which have also been selected as a 'Priority' should be considered as part of Sam's development plan.



### 3. DEVELOPMENT PLAN

Please consider the following points in order to gain as much benefit from the development plan:

- Focus on the dimensions identified for development from the previous page.
- The development guides provide general recommendations for development. Use the development recommendations to help determine which development activities to pursue.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the provided form to put the plans in writing.
- Monitor Sam's progress through regular review meetings.

**What** areas do you wish to develop?

**Why** is it important or necessary to develop these areas?

**How** will you go about developing these areas?

**Who** do you need support from in order to achieve your development objectives?

**When** do you wish to achieve the desired development?